



“THE ROLE OF WOMEN IN MANAGEMENT AND ADVANTAGES OF FEMALE LEADERS IN GENDER DIFFERENCES”

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Annotation. *This scientific article provides an in-depth analysis of the role of women in management, the impact of gender differences on leadership styles, and the advantages of female leaders. The study, based on modern management theories, international experience, and empirical data, highlights leadership qualities such as women's strategic thinking, communicative potential, empathy, and teamwork. It also reveals the economic and social importance of gender equality policies and the involvement of women in leadership positions. The article evaluates the role of female leaders in improving management effectiveness and their contribution to organizational development on a scientific basis.*

Keywords: *Women's leadership, gender equality, management, leadership style, female leaders, socio-psychological factors, gender differences, strategic thinking, communication skills, organizational effectiveness.*

Аннотация. *В данной научной статье проводится углублённый анализ роли женщин в управлении, влияния гендерных различий на стили лидерства, а также преимуществ женщин-руководителей. Исследование, основанное на современных теориях менеджмента, международном опыте и эмпирических данных, раскрывает такие лидерские качества женщин, как стратегическое мышление, коммуникативный потенциал, эмпатия и способность к командной работе. Также выявляется экономическая и социальная значимость политики гендерного равенства и участия женщин в руководящих должностях. В статье на научной основе оценивается роль женщин-лидеров в повышении эффективности управления и их вклад в организационное развитие.*

Ключевые слова: *Женское лидерство, гендерное равенство, управление, стиль лидерства, женщины-руководители, социально-психологические факторы, гендерные различия, стратегическое мышление, коммуникативные навыки, организационная эффективность.*

Introduction. In recent years, globalization, the formation of an innovative economy, and structural changes in the labor market have required new approaches to the management system. In this process, the activity of women in leadership positions, their management potential, and the need for leadership competencies are increasing. International studies confirm that women, with their leadership qualities such as communication, empathy, balanced decision-making, and team building, significantly contribute to the sustainable and effective development of enterprise activities. At the same time, in many countries, gender



differences, stereotypes, and disparities in the recruitment and promotion process still prevent women from fully realizing their share in management. This issue is closely related to factors such as economic development, social equality, and the effective use of human capital, and requires scientific research.

This article provides a scientific and theoretical analysis of the role of women in management, the impact of gender differences on leadership styles, and the advantages of female leaders. The purpose of the study is to determine the contribution of female leaders to management effectiveness, assess their leadership competencies, and develop scientifically based conclusions on improving the management system in the context of gender equality.

In our country, extensive work is being carried out to ensure gender equality, increase the role of women, expand their opportunities in society and state administration, ensure employment, develop entrepreneurship, and ensure social protection for women.

Paragraph 9 of the State Program on the Implementation of the Strategy of Actions in Five Priority Areas of Development of the Republic of Uzbekistan in the “Year of Youth Support and Strengthening the Health of the Population” in 2017-2021, approved by the Decree of the President of the Republic of Uzbekistan No. PF-6155 dated February 3, 2021, stipulates “Creating an integrated system aimed at further enhancing the position of women in society and public administration.”[1]

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Goal 69 of the “Development Strategy of New Uzbekistan for 2022-2026”, approved by the Decree of the President of the Republic of Uzbekistan No. PF-60 dated January 28, 2022, sets out, among other tasks, the following: to continue the policy of ensuring gender equality, to increase the socio-political activity of women, to implement reforms to support them, to provide comprehensive assistance to women in obtaining educational and professional skills, to find decent jobs, to support entrepreneurship, to identify talented young women and to direct their abilities in the right direction, to improve the quality of medical and social services provided to women in the regions, especially in rural areas, and to ensure a healthy lifestyle among them.[2]

The Senate of the Oliy Majlis of the Republic of Uzbekistan approved the “Strategy for Achieving Gender Equality in the Republic of Uzbekistan by 2030” by Resolution No. SQ-297-IV of May 28, 2021. The main objectives of the gender strategy include supporting the equal participation of women with men in all spheres of public life and activity, including politics, economy, law, culture, education, science and sports, creating equal opportunities for their leadership in decision-making, increasing women's political activity, changing negative views regarding their role in society, ensuring equal rights and opportunities for





women and men in the field of employment, as well as creating decent jobs, developing women's entrepreneurship, expanding women's opportunities to obtain loans from commercial banks, and participating in international rankings and indices assessing gender equality, women's entrepreneurship, oppression and violence against women and men. The tasks were set to implement comprehensive measures to improve Uzbekistan's position, to increase the role of parliament, civil society institutions, and the media in achieving the national goals of ensuring gender equality in the field of sustainable development and empowering all women by 2030.[3]

Literature review. The role of women in management and the issue of gender gaps has been one of the most actively researched scientific areas worldwide in recent decades. Numerous studies conducted at the intersection of gender sociology, public administration, management psychology, and economics have extensively covered the specific aspects of women's leadership, the effectiveness of gender equality policies, and the impact of female leaders on organizations.

The work of scholars and research centers around the world, such as Eagly, Carli, Rosener, Catalyst, and McKinsey Global Institute, has formed the theoretical foundations of this topic and proven that women's leadership is related to the transformational leadership model. Eagly and Carli (2007) systematically explain the obstacles women face on the path to leadership through the “labyrinth model”, [7] while Rosener (1990) emphasizes that female leaders use a more collaborative, participatory leadership style. [8] Reports from McKinsey and Catalyst organizations show that the participation of women in management increases financial and social efficiency. [9]

In the scientific school of Uzbekistan, gender issues, women's leadership and their role in the management system began to be actively studied from the end of the 20th and the beginning of the 21st centuries. Scientists in the fields of sociology, psychology, economics and public administration made a significant scientific contribution to the formation of this direction.

In the textbooks and manuals of O.E. Khayitov [5], D.I. Mukumova [4], D.A. Saliyeva [6], in the scientific research of S. Olimova, M. Qodirova, N. Akbarova, F. Karimova, D. Mirzayeva, the changes in gender roles in Uzbek society, ensuring gender equality in management, women's social activity and their role in the modernization process are deeply analyzed.

These studies provide a scientific basis for studying the social, psychological, economic and political role of women leaders in management.

Research methodology. This study used theoretical-analytical, comparative analysis, empirical approach, systematic approach, and inductive reasoning methods to identify the specific aspects of women's leadership, the impact of gender differences on management effectiveness, and the scientific basis for the advantages of women leaders.

Results of the analysis. Within the framework of the gender strategy, the concept of gender equality means the equality of rights and opportunities of women and men in all



spheres of social life and activity, including politics, economics, law, culture, education, science, and sports.[3]

Gender is a psychological concept that helps people understand the essence of the concepts of “man and woman.” As is known, since the concept of “sex” itself is a biological category, social psychology uses this term to justify the biological connection of differences in the characteristics of men and women. Today, women:

- are successfully leading in public administration,
- entrepreneurship,
- international organizations,
- social and educational systems

Their active participation in the governance process is not only the result of gender equality policies, but also a practical reflection of the natural psychological advantages that women have.

In our country, a large number of auls have been given leadership in the fields of entrepreneurship and public administration. However, despite this, the word "leader" is usually used in the masculine gender, and for some reason, the areas that aul leaders manage, including education, healthcare, and public services, are not mentioned. Indeed, the fact that women sometimes occupy leadership positions in this field is partly due to the question of whether this field is suitable for women or men. A number of studies have shown that in mixed-sex teams, men tend to take the initiative.

In management practice and in some literature, there is a perception that male leadership is more effective than female leadership. Usually, the following arguments are given for this idea: men are more logical and logical, while women are more emotional; men are said to be devoted to their work, while women spend their valuable time on their families. It is said that while a man is resistant to various negative influences and stresses, a woman can even "train" her mind in difficult situations. However, the evidence suggests that effective leadership can be enhanced by employing women who are effective leaders. It is more appropriate to consider leadership styles rather than gender differences in the analysis of effectiveness.

The results of the study show that the role of women in leadership and the impact of gender differences on organizational performance are multifaceted and complex. In this section, the results are analyzed in three main areas: the strengths of female leaders, the impact of gender differences on leadership, and the contribution of female leaders to organizational development.

1. Strengths of female leaders

The advantages of female leaders in management are manifested in several key qualities. First of all, women achieve high results when applying the transformational leadership style. Transformational leadership is aimed at increasing the motivation of team members, promoting innovative ideas and encouraging the personal development of employees. Research shows that female leaders demonstrate a higher level of social responsibility and empathy in decision-making, which creates a positive atmosphere within the team.





Women are also distinguished by their communicative competence. They have the ability to defuse problems in complex situations, listen to employees and direct them towards a common goal. This approach increases the efficiency of teamwork, helps to resolve conflicts quickly and increases employee motivation.

In addition, female leaders demonstrate analytical thinking and objectivity in their decision-making process. Their decisions are focused on long-term sustainable development rather than short-term results. Research shows that teams led by women have higher employee satisfaction, mutual respect among employees, and team spirit.

2. The impact of gender differences on management

Gender differences are clearly visible in management styles. While male leaders often use an authoritarian or transactional leadership style, female leaders prefer a more democratic and collaborative style. This difference is felt not only in terms of style, but also in the way they work with employees. Female leaders take into account the opinions of the team and make decisions after discussing them, which increases the sense of responsibility among employees and forms a positive communication system within the organization.

At the same time, gender stereotypes and the “glass ceiling” phenomenon have been identified as key factors preventing women from advancing to leadership positions. Many organizations face social and cultural barriers to women reaching senior positions. This, in turn, can impact the innovative and strategic development of organizations.

Research also shows that gender differences can have a positive impact. When the democratic style of female leaders and the authoritarian approach of male leaders combine, a balanced management model is formed within the team. This increases the stability of the organization and makes decision-making processes more effective.

3. The impact of female leaders on organizational development

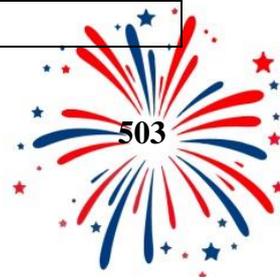
The leadership of women in leadership has a significant positive impact on various areas of the organization. Empirical research shows that companies with women in leadership:

- Employee satisfaction and motivation are higher;
- The level of innovative activity and implementation of new ideas increases;
- The organizational culture is open, inclusive and based on a team spirit;
- Financial and strategic results are sustainably improved.

Table 2

The impact of gender differences on management style

Leadership style	Female leader (%)	Male leader (%)
Authoritarian	15%	45%
Democratic / Collaborative	65%	35%
Transformational	50%	30%
Transactional	20%	50%



In addition, female leaders demonstrate psychological softness and flexibility in managing the team. This strengthens the working climate among employees, increases productivity, and reduces conflicts within the organization.

Table 3

The impact of female leaders on organizational development

Area of influence	Result / Indicator
Conflict management	High, work efficiency increases
Innovative activity	Innovation and creative approach will increase
Organizational culture	Open, inclusive, team-based
Financial results	Sustainable growth, effective strategic decisions
Conflict management	Conflicts are reduced, the work environment is improved

The analysis shows that the advantages of female leaders in management are not only in human and psychological factors, but also have a positive impact on strategic and economic results. At the same time, a system of selecting and developing leaders that takes into account gender differences ensures the sustainable and effective functioning of the organization.

Conclusion. The results of the analysis show that female leaders are an important factor in increasing the effectiveness of the management system. Their transformational leadership style, communicative potential, empathy and ability to build a team spirit create a strategic advantage for organizations. Although gender differences are naturally manifested in management styles, the active participation of women contributes to the innovative and sustainable development of the organization. At the same time, it was found that the role of female leaders in the development of the organization is significant not only socially, but also economically and strategically.

The qualities of female leaders, such as strategic thinking, communication, team building, and empathetic leadership, serve to increase organizational effectiveness. While gender differences are naturally reflected in management styles, the active participation of women makes the management system stable and effective.

In order to further enhance the role of women in society and further ensure gender equality in management, it would be appropriate to prepare women for leadership positions through mentoring programs and training, introduce corporate policies that support gender equality.



fair hiring and evaluation mechanisms, apply an inclusive management model in organizations, and evaluate the effectiveness of female leaders through local empirical research.

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